IMPACT OF ORGANIZATIONAL CULTURE ON ACADEMIC STAFF ENGAGEMENT - IN HIGHER EDUCATION INSTITUTIONS IN DELHI

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies

(Deemed to be University)

by

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Certificate

I hereby declare that the short synopsis **"Impact of organizational culture on academic staff engagement - in higher education institutions in Delhi"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in commerce under faculty of commerce and business studies of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2021-22. It is a bona fide record of original work carried out under the supervision of Dr. Simran Kaur, Associate Professor, FCBS and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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ABSTRACT

The level of involvement and commitment towards the organization's values, beliefs, and expectations is essential as committed employees will provide optimized productivity, performance, and profitability outcomes to any organization. Organizational culture is necessary for the higher education sector to significantly enhance employee engagement and motivate the workforce to provide quality education to the students and quality research for humanity. Engaged academicians are valuable, precious, and reared resources that act as an essential asset for any country. The quality of academic contributions, community engagement, research, grading and accreditation, and overall success of any educational institution is mainly dependent on the involvement of their academic staff, for which positive work culture is essential. It signifies how academicians coordinate, cooperate, serve, and an individual's association with the organization leads to a positive outcome like better productivity and high performance and helps the institutions to accomplish the goals.

The primary focus of this study would be to evaluate the influence of the organizational culture on academic staff engagement, specifically in the higher education sector in Delhi. The researcher will collect the primary data through a structured questionnaire from academic staff working in universities and colleges of Delhi through a stratified random sampling method and analyze the data with the help of available software.

Keywords: Organizational culture, employee engagement, employee performance, employee commitment, job satisfaction.

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1. Introduction

1.1 Organization culture

According to Kilmann, "culture is to the organization what personality is to the individual, a hidden yet unifying theme that provides meaning, direction, and mobilisation" (Owens & Steinhoff, 1989). Organizational culture "consists of shared meanings, attitudes, experiences, norms, beliefs, and values that shape people's workplace behaviors" (Rashid et al., 2003; Summerill et al., 2010). It can clear an employee how they should perceive the culture prevalent in the Organization (Taslim, 2011), which means what is valued and how things should be done (Scott-Findlay & Estabrooks, 2006). It can differentiate the employee of different organizations (De Romario et al., 2019) and also determine how comfortable a person is within an organization (Silverthorne, (2004).

As per Cameron and Quinn's competing values framework, hierarchy, market, adhocracy, and clan are the four dimensions of organizational culture. Organizations that need efficient and formalized work, i.e., employees, must follow policies, rules, and strictness have a hierarchical culture. Market culture is following by the organizations that want their employee to be result-oriented and goal-oriented. The organizations with a dynamic and creative workplace, where employees are innovators and take risks, has an adhocracy culture. Clan culture exists in organizations with pleasant workplaces, where employees work as a family, share personal information with colleagues, and see managers as their mentors. (Cameron and Quinn's, 2011; Young, 2012; Mijakoski et al., 2015). The organizations which show complete, balanced, and high levels of all cultures are the best-performing organizations (Lasrado & Kassem, 2021).

Dargenidou concludes that staff will be more productive if they are contented with their work and contribute to enhancing the institution's quality. The researcher also supported that to increase the potential of employees, it is essential to include them in the institutions' decision-

making process and develop a clear communication system (Dargenidou, 2008). Organizational culture is an important factor that can influence the academic staff's "perceived need, perceived usefulness, responsiveness and implementation of technology-enhanced innovation" (Zhu, 2015). Organizational culture became one of the vital concepts which provide a quick solution for management seeking to improve the productivity and performance of the employees (Parker & Bradley, 2000). A strong organizational culture will emerge when management and workers agree with the organization's core values, beliefs, and expectations (Sow, 2017).

1.2 Employee engagement

Employee engagement has been a significant concept in academics, and it is recommended that "engaged employees will be more productive" and also have better wellbeing (Byrne & MacDonagh, 2017). Engaged employees are satisfied with their work, do their best, are regular and attentive, have a high level of motivation and high commitment towards their profession (Pawirosumarto et al. 2017). They have three main dimensions: cognitive, emotional, and behavioral (Luthans & Peterson, 2002; Truss, 2013; Fidyah & Setiawati, 2020) and are determined to do active participation in the assigned work (Bhardwaj and Kalia, 2021).

Researchers also defined *employee engagement* as the emotional and intellectual commitment to the organization (Suan Choo et al., 2013). Employee engagement is now vital and used by organizations to communicate their core goals and activities to employees and management (Arrowsmith & Parker, 2013). It positively influences efficiency, innovation, and competitiveness and negatively impacts an organization, like employee withdrawal behaviour, low organizational commitment, and less competitiveness in the employee (Alam, 2021).

"Employee engagement optimized organizational productivity and revenue" (Lloyd, 2008). If the "employees are more engaged in their work, better organizational performance could be achieved" (Jiony et al. 2015). There are three levels of engagement of an employee, i.e., engaged, not engaged, and disengaged. Committed and energetic individuals who do their work with enthusiasm and go beyond expectation are engaged employees. Not engaged employees

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accomplish their work without passion and energy, and disengaged employees are not satisfied with their job (Chandani et al., 2016). Therefore, the main aspect is to find whether the employees are engaged or disengaged in a particular organisational culture (Wildermuth & Pauken, 2008).

There are relatively few studies that explored the employee engagement levels in HEIs many of which conducted in South Africa, where the political, economic, and educational landscape is different (Byrne & MacDonagh, 2017).

1.3 Higher education Institutions in India

"Indian higher education sector consists of Central Universities, State Universities, colleges affiliated with the university (aided and unaided), Deemed Universities, Private Universities, Institutes of National Importance, and Institutions established by the State Legislative Act" (Gupta & Gupta, 2012). It is managed and regulated by the Ministry of Education (MoE), earlier known as the Ministry of Human Resource Development (MHRD). It constitutes regulatory and administrative body like the University Grants Commission (UGC), playing an important and crucial role (Paul et al., 2017)

It is the third-largest in the world after the United States and China, and it is continuously progressing. Many challenges exist in India's higher education system, but many opportunities are also there to overcome these challenges and improve them (Sheikh, 2017). The main challenges in HEIs are Quality education, research and development, and faculty shortage (Gupta & Gupta, 2012).

The lockdown due to Covid 19 can provide an opportunity to reshape higher education institutions by adopting blended learning (BL) and a learning management system (LMS). It is necessary that the momentum started during the lockdown can help in the transition to a BL and LMS. All stakeholders should work together to transform a digitally empowered country and knowledge economy as according to the National Education Policy 2020 (Roy, 2021). As it is likely to transform with the National Education Policy 2020, there are many persisting

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issues that still exist like shortage of academic staff, hiring them on a contractual and ad-hoc basis, and they are not able to perform well due to job insecurity (Kashyap et al., 2021).

From the last decade, we can see a massive transformation of HEIs globally to ensure quality assurance in academics (Becket & Brookes, 2008) through accreditation, ranking, and grading by various methods like assessments at regular intervals by authorized accreditation agencies like NAAC and NIRF (Gandhi, 2013). Self-assessment is an integral part of these accreditations, which evaluates the process of achieving the objective and all stakeholders, i.e., students, faculties, and administrative staff of HEIs (Hagenfeldt & Lowry, 1997).

Therefore, it is essential to understand stakeholders' expectations to ensure quality (onlagi & Fazli, 2015). A well-established fact is that an HEI can maintain its standard globally if its education, research, and citation quality are good, which can be possible through quality academic fraternity (Sallis, 2002).

2. Literature Review

The organizational culture can help to control and direct the attitude and behaviour of the people who work for the organization (Pawirosumarto et al., 2017). Employees are generally influenced by the culture of their organizations (Park & Doo, 2020) as it encourages or discourages an employee towards their work (Reis et al., 2016). Organizations should invest in organizational culture to enhance employee engagement and help to attain positive performance from the employees (Abdullahi et al., 2021). A positive culture encourages employee engagement within an organization, and organization should cultivate a positive culture to influence the engaged environment for employees (Parent & Lovelace, 2018). Organizational culture positively influences employee engagement (Suharti et al., 2019).

Organizational culture of different HEIs varies as per indicators like geographical area and pedagogy, and employee engagement can also vary as per their job conditions, salary benefits, incentives, and types of faculty development programs (Mishra, 2019). The Higher education sector depends more on the staff engagement as compare to other sectors (Oshagbemi, 2000) as it has a significant effect on the success of students and educational institutions

(Gonzlez-Rico et al., 2018). It is essential to have a positive work culture to get the benefits of work performance in academia, like organising workshops and regular meetings can enhance academic staff engagement (Aboramadan, 2020).

Singh and Shukla did exploratory research to find the various significant variables to acquire a valuable organization and an engaged workforce (Singh & Shukla, 2012. Uhunoma found that organizational culture encourages employee engagement as a predictor and significant influencer (Uhunoma et al., 2021). Louis and Chandra identify that the most important factors of organizational culture which impact employee engagement are communication, teamwork, and respect for other colleagues (Louis & Chandra, 2020). Naidoo and Martins also found a direct and positive relationship between the dimensions of organizational culture and employee engagement. They found organizations could increase the level of employee engagement by improving culture (Naidoo & Martins, 2014).

Soni found that an organizational culture had a positive impact on employee engagement and effectiveness (Soni, 2019). Rai revealed a significant relationship in organizational culture and employee engagement in the study and further added that positive and open culture can help employees become more dedicated, happy, loyal, passionate towards work and inspire enthusiasm and productivity (Rai, 2015). Fajilan examined organizational culture as a predictor of employee engagement and observed a positive correlation between the different variables of organizational culture and work engagement (Fajilan et al., 2021). Byrne & MacDonagh highlighted that the care, attention, and recognition which an employee receives from their management allow them to manage the difficult aspects of their work and sustain positivity at the workplace (Byrne & MacDonagh, 2017).

Bergquist & Pawlak describe six cultures in higher education. Collegial culture is the traditional root of academia, which inspires "scholarship and research", managerial culture emphasis "efficiency and effectiveness". Developmental culture focuses on the student-teacher relationship and faculty development, advocacy culture emphasis the interaction of faculty with students and administrators. Virtual and Tangible culture focuses on "the new environment of higher education, like online classes for both students and faculty" (Bergquist &

Pawlak, 2007). Strong organizational culture is essential for institutional effectiveness in HEIs (John Wiley & Sons et al., 2015).

Gallup designed Q12 employee engagement assessment to find the things essential for employee engagement and its impact on the organization's performance (Sorenson, 2013). It has been tracking employee engagement in the U.S. since 2000 and found that 32% of U.S. employees and 13% of employees worldwide are engaged (Mann & Harter, 2016). Employee engagement can influenced by factors like the "changing nature of work, high job demands, and job insecurity" (Nahrgang *et al.*, 2011). Due to "poor motivation policies and limited funds for research", academicians have to work hard with restricted resources (Pham-Thai *et al.*, 2018). Therefore, they have to work extra to manage the workload and cannot involve themselves in innovative methods of teaching and limit themselves to basic teaching methods only. It becomes crucial to improve the "psychological working conditions to ensure physical and emotional safety and improve work engagement" (Addimando, 2019). As a result, it received massive attention for research worldwide; researchers have examined the various drivers of academic staff's work engagement (Minghui *et al.*, 2018).

Gaps of the study

Most research on organizational culture and employee engagement was conducted in the various business sectors. We found scarce literature that attempts to evaluate the impact of organizational culture on academic staff engagement in the higher education sector. This study would be an attempt to address this gap as the higher education sector is a crucial sector, which contributes to the economic development and overall growth of any country. With this gap in mind, this study tries to answer the question, 'How does organizational culture impacts academic staff engagement in the HEIs of Delhi.' and how to improvise organizational culture to enhance the academic staff engagement in HEIs.

3. Description of the topic

Academics have become an exciting sector for employee engagement research as generally it has limited resources, but faculty engagement expectations are always high in teaching and

non-teaching work. If they are not involved in their work efficiently, they cannot provide quality education to the students and can not stimulate research publications which can negatively impact societal wellbeing and overall growth.

The growth and performance of any academic institution when grading or accreditation become mandatory are mainly dependent upon the engagement and excellence of their academic staff. Academic staff engagement has a positive impact on success of students and can help to achieve educational objectives; therefore, it is necessary to engage the academic staff through a positive organizational culture that is achievement-oriented and can influence them positively to be more energetic, passionate, committed, enthusiastic, and attentive towards their work. There should be higher levels of employee engagement in HEI, and it should become a strategic goal for the organization as disengaged employees behave negatively and have higher levels of absenteeism, which is not affordable for the growth of students and the institution.

Elevating academic staff engagement requires high levels of energy and resources; therefore, it is necessary to maintain a culture to help achieve this. Surprisingly very few studies show the "influence of organizational culture on employee engagement" in the higher education sector. The study would aim to evaluate the impact of the organizational culture on academic staff engagement, specifically in the higher education sector. In particular, it will be interesting to research how organizational culture can be improved:

1. to improve the accreditation and grading for quality of HEIs for which academic staff engagement is a must.
2. to provide a high level of employee engagement in contractual academic staff even when they face dissatisfaction and job insecurity due to lack of permanent appointments like continuing ad-hoc services for long periods in the University of Delhi.
3. to effectively implement a new education policy that focuses on the importance of happiness, enthusiasm, and engagement of the faculty of HEIs, which according to the NEP 2020 vision document, is essential for any higher education institution success (NEP 2020, 13.1 page 40).

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4. **Objectives:**

1. To determine the various dimensions of organizational culture in HEIs in Delhi.
2. To identify the level of academic staff engagement in HEIs in Delhi.
3. To analyse the effects of demographic variables such as age, income, and gender on organizational culture and employee engagement in HEIs in Delhi.
4. To evaluate the impact of organizational culture on academic staff engagement in HEIs in Delhi.
5. To compare the organisational culture and employee engagement in public and private HEIs in Delhi.
6. To suggest some measures to improve organisational culture for better employee engagement in HEIs in Delhi.

5. Methodology to be adopted

5.1 Research Design

A research design is based on a framework and provides direction to the most efficient investigation. The research undertaken is of descriptive type, and it consists of a mixture of quantitative and qualitative data.

5.2 Sources of Data

The study would be based upon primary data which will be collected by structured questionnaire, and secondary data will be collected from various online and offline resources such as books, reports, newspapers, journals & magazines, etc.

5.3 Sampling Procedure

A probability sampling technique, i.e., stratified random sampling, will be employed to select a sample of approximately 500 academic staff working with HEIs in Delhi.

5.4 Statistical tools

A sample will be collected through a questionnaire via online google forms from academic staff working with HEIs in Delhi. After collecting the required data, it will be processed using various suitable statistical tools.

6. Expected outcomes of the study

The expected outcomes of this study would be beneficial for researchers, universities and colleges authorities, academic staff working in HEIs, students, and also for society at large:

1. It aims to find how organizational culture influences academic staff engagement in the HEIs.
2. This study would be valuable for universities and colleges administrations to frame positive organizational culture for academic staff to improve the quality of education and research.
3. It envisages developing the organizational culture in consonance with NEP 2020 to enhance the engagement of academic staff.
4. Outcomes of this study may benefit students and society to get better quality education and will be valuable for researchers to further strengthen the research on this topic.

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SHORT SYNOPSIS

by

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ABSTRACT

The level of involvement and commitment towards the organization's values, beliefs, and expectations is essential as committed employees will provide optimized productivity, performance, and profitability outcomes to any organization. Organizational culture is necessary for the higher education sector to significantly enhance employee engagement and motivate the workforce to provide quality education to the students and quality research for humanity. Engaged academicians are valuable, precious, and reared resources that act as an essential asset for any country. The quality of academic contributions, community engagement, research, grading and accreditation, and overall success of any educational institution is mainly dependent on the involvement of their academic staff, for which positive work culture is essential. It signifies how academicians coordinate, cooperate, serve, and an individual's association with the organization leads to a positive outcome like better productivity and high performance and helps the institutions to accomplish the goals. The primary focus of this study would be to evaluate the influence of the organizational culture on academic staff engagement, specifically in the higher education sector in Delhi. The researcher will collect the primary data through a structured questionnaire from academic staff working in universities and colleges of Delhi through a stratified random sampling method and analyze the data with the help of available software.

IMPACT OF ORGANIZATIONAL CULTURE ON ACADEMIC STAFF ENGAGEMENT - IN HIGHER EDUCATION INSTITUTIONS IN DELHI

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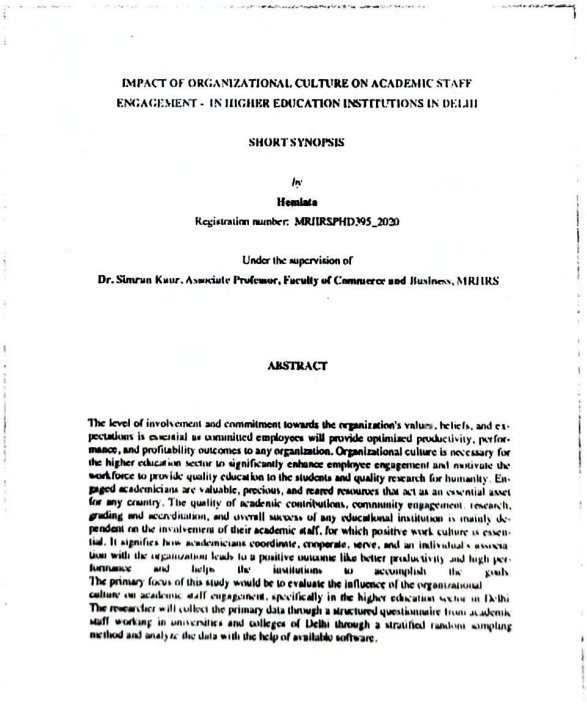

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SHORT SYNOPSIS

by

Hemlata

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The level of involvement and commitment towards the organization's values, beliefs, and expectations is essential as committed employees will provide optimized productivity, performance, and profitability outcomes to any organization. Organizational culture is necessary for the higher education sector to significantly enhance employee engagement and motivate the workforce to provide quality education to the students and quality research for humanity. Engaged academicians are valuable, precious, and reared resources that act as an essential asset for any country. The quality of academic contributions, community engagement, research, grading and accreditation, and overall success of any educational institution is mainly dependent on the involvement of their academic staff, for which positive work culture is essential. It signifies how academicians coordinate, cooperate, serve, and an individual's association with the organization leads to a positive outcome like better productivity and high performance and helps the institutions to accomplish the goals. The primary focus of this study would be to evaluate the influence of the organizational culture on academic staff engagement, specifically in the higher education sector in Delhi. The researcher will collect the primary data through a structured questionnaire from academic staff working in universities and colleges of Delhi through a stratified random sampling method and analyze the data with the help of available software.

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